

## HUMAN RESOURCES SKILLS

### Pre-class Information

This one-day training session walks you through case studies and real life examples similar to what you will likely face on the job. It is designed to give you as a supervisor or manager hands-on experience in solving common personnel issues. The training is structured with real-world, applied case studies and does not follow a traditional lecture format. Our studies have shown that the majority of supervisors prefer learning strategies so they can prevent problems through this type of hands-on, style of learning.

Skills that you will be able to walk away with at the end of the day include:

- Developing an effective hiring process
  - Understand the steps involved in advertising state or federal job openings
  - Learn ways to streamline the application process for posting jobs
  - Strategies for improving your interview process to get the best candidate
- Upgrading marketable positions
  - How to appropriately reclassify a job and what information you will need to provide
- Refining employee relations
  - Foster support in the workplace and keep situations from resulting in a disciplinary action or a grievance report

Your participation in some short reviews of the key issues around Performance Management, Leave and Benefits as well as basic Safety and Health will be critical in understanding some of the outstanding issues you will face as a manager or supervisor.

In addition, this training session has been structured differently than most classes you may have participated in. We are providing you resource materials and work activities that you must complete before you come to class. **Since this is only a day-long training session you will not be afforded the opportunity to read the material or complete these assigned activities once the training session has started.**

Set aside some time in your schedule where you can best complete the pre-training material. On average, previous participants in this class took about 2 to 3 hours to complete the reading material and work activities. The reading materials cover basic personnel procedures while the work activities provide samples you can use when you handle personnel issues in the future.

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**Step 1:** Make sure you have downloaded all the reading material and class assignments for each section:

Topic	Section	What material is covered?	Estimated time to this complete section
Recruitment			
	Recruitment and Selection Guide for Hiring Managers	✓ The process for managing filling a vacant position.	1 hour
Classification			
	Processing Assistant IV Job Description	✓ A unique job description for an employee who left that you will review to determine what needs to be included in a vacancy notice	1 hour, 15 minutes
	Processing Assistant IV Specification	✓ The overall job description of a position	
	Job Classification	✓ The process used to determine if a position needs to be reclassified.	
Employee Relations			
	Job Classification Quiz	✓ A quiz to help determine the partnership between a Hiring Manager and Human Resources	1 hour, 15 minutes
	Processing Assistant IV Applications	✓ A set of applications that you will use to determine if your revised job description puts certain applicants as highly qualified, qualified, or not competitive.	
	Addendum	✓ To determine if a duty change results in a position being reclassified	
	Disciplinary Action	✓ The DHHS Policy and Procedures Manual outlining the process including grievance procedures.	
Leave and Benefits			
	Conflict on the HS Team	✓ A case study that shows issues that need to be addressed in order to manage performance with an employee. Includes questions to answer.	15 minutes
	Disciplinary Action Exercise	✓ To identify examples of behaviors that would fit into each of the three successive disciplinary categories	
	Performance Management Test	✓ To assess working knowledge of the performance appraisal process.	
	Leave and Benefits Information	✓ To identify the types of leave available and how they are administered.	
Safety and Health			
	Safety & Health Q & A	✓ A set of situations in which an employee is injured and the level to which worker's compensation does or does not apply.	15 minutes

Read the documents referenced in this information to get a brief overview of each HR function. If you have time, you may also want to read portions of the NC State Personnel Manual. You may access the manual at <http://www.osp.state.nc.us/manuals/dropmenu.html>.

## Step 2

### Print Documents

Please printout and complete each of the activities. Each document contains several pages so you will need to print out each attachment. In addition, remember to bring these copies with you to class. Extra copies will not be provided and you will need them for use in the training session.

#### **NOTE:**

If you have any problems opening the files, email Barb Kunz ([Barb.Kunz@ncmail.net](mailto:Barb.Kunz@ncmail.net)) or Mike Zeinstra ([Mike.Zeinstra@ncmail.net](mailto:Mike.Zeinstra@ncmail.net)). Alternatively you can call 733-2943 and ask for extension 283 for Barb Kunz or 280 for Mike Zeinstra.

## Recruitment

### Scenario:

During Pat's first week as a supervisor, he receives a letter of resignation from an employee who is classified as a Processing Assistant IV. In order to advise Pat on what steps he will take to recruit a replacement for this critical position, you will need to consider the following factors (be sure to review the file on Merit Based Hiring [Recruitment and Selection](#)).

To give you a sense of how all the HR functions fit together, you will work through activities that use the following background information.

- You will act as a manager to a new supervisor, Pat.
- Your work activities are described below.
- You will now put on your mentor hat and prepare to work with Pat.

Review the sample job description and the classification specification for the processing assistant (files [Processing Assistant IV Job Description](#), [Processing Assistant IV Spec](#)). Draft a vacancy announcement using the sample form in the [Recruitment and Selection](#). Be sure to include the Knowledge, Skills and Abilities (KSAs) for this position.

In order to help you complete the assignments, consider the following questions:

- What management preferences should be added to the vacancy announcement?
  - What salary range will be offered and why?
  - What EEO requirements should Pat consider in recruiting for this position?
  - Check your draft to eliminate bureaucratic abbreviations or buzz words so that you can attract the widest applicant pool.
  - What specific duties (required to work flexible shifts or operate specific equipment) and any essential functions (ability to lift and carry up to 40 lbs. of materials) should be included.
  - What, if any, preferences will be listed?
  - Will this be an internal or external posting?
  - Does this position qualify for continuous recruitment?
  - What alternative advertising strategies should Pat consider?
1. Be ready to review and share your vacancy announcements with other participants in class.
  2. From your draft vacancy announcement, write 4-5 open-ended interview questions that you would use to get information from a candidate about his/her qualification or experience to do the job.
  3. Review the five Processing Assistant IV applications ([Processing Assistant IV Applications](#)). Compare these against the vacancy announcement you wrote. Determine which are qualified and if any are highly qualified based on the vacancy announcement. Be prepared to discuss your findings and rationale in class.

## Classification

### Upgrading a position

Pat brings another issue to you. One of Pat's employees, Sue, is frustrated with the office turnover. Sue has discussed the changes in the duties and responsibilities of the entire work unit. She has asked that her position be studied and possibly upgraded due to the increased volume of work.

1. Review the classification handouts ([Job Classification](#); [Addendum](#)).  
Compare Sue's job description addendum against the job class specification.  
Should this position be studied? What is your rationale?  
Be prepared to discuss your findings in class.
2. As a summary for this section, print and answer the file ([Job Classification Quiz](#)).

## Employee Relations

1. Read the DHHS policy on ([Disciplinary Action](#)).
2. Read DHHS Directive III-8 on the Grievance Policy:  
<http://info.dhhs.state.nc.us/olm/manuals/oos/dir/man/DirIII-08a.htm>
3. Review and answer the questions in the Employee Relations case study ([Conflict on the HS Team](#)).
4. List the steps you would counsel Mack to take to resolve this issue with Mary.  
Be prepared to discuss in class.
5. Print out and complete the disciplinary action exercise ([Disciplinary Action Exercise](#)).  
Bring to class to discuss.

## Performance Management

Read DHHS Policy on Performance Management

[http://info.dhhs.state.nc.us/olm/manuals/dhs/pol-50/man/Pol3\\_EMD\\_PerfMgtSyst.pdf](http://info.dhhs.state.nc.us/olm/manuals/dhs/pol-50/man/Pol3_EMD_PerfMgtSyst.pdf)

- Complete the test: [Performance Management Test](#)
- Bring to class the completed test and answers to review and discuss with other participants in class.
- You may also want to review (or save for later use) the online [Workplan Guide](#), a supervisor-friendly explanation of the workplan process and performance management system.

## Leave and Benefits

- Read the handout and bring to class ([Leave and Benefits Information](#)).
- You will complete a puzzle in class to review the content.

## Safety and Health

- Read the handout ([Safety & Health Q&A](#))